

**Danielle M. Graham**  
110 Yardarm Ct, Williamsburg, VA 23185  
cell: 757-870-3238 email: dgrahamva@gmail.com

Seeking a position as a senior program / management analyst with GSA.

**SUMMARY OF RELEVANT SKILLS:**

- Proven excellence as a headquarters level program analyst leading major programs and resolving the most complex issues across every aspect of the enterprise (strategy, policy, finance and budgeting, acquisition) – named “**Civilian Professional of the Year**” for Headquarters Air Combat Command.
- I have specific specialized experience in **analytical and evaluative methods** in reviewing a wide portfolio of major programs, including experience as program manager for the B-1 aircraft responsible for every aspect of sustaining and acquisition modernizing and keeping the fleet operationally ready – cradle to grave responsibility for a \$5B program with complex phased acquisition modernization projects.
- Expert experience in **improvement of business processes and operations** as lead for the quality and performance improvement office in the Department of the Air Force, and initiated an innovative Customer Experience (CX) initiative in GSA’s ITC office that is expected to substantially improve availability of IT products and increase utilization of GSA acquisition vehicles.
- Expert experience in **acquisition** as Chief of Acquisition and Test, roles as program manager and contracting experience (Level II certified). Understand the full range of FAS acquisition vehicles, vendors (including small business) and customers. Experience with GWAC, schedules, blanket purchase agreements, FM QSMO BPA, 8(a) STARS III,
- Experience related to expected duties:
- **Planning and executing major agency professional, technical, administrative, fiscal and other specialized programs (in DoD and GSA)**
- **Center of expertise and experienced policy development at the agency headquarters level for Air Combat Command – key input to and co-other of operational policies affecting a 100,000-person organization.**
- **Researched and developed courses of action and recommendations for leadership for the most sensitive and controversial issues (including issues of interested to Congress), making use of all available resources and involving diverse stakeholders.**
- **Developed long range plans and recommendations as to the best methods to utilize to meet organizational goals, objectives and to adapt to changing needs based on knowledge of known and projected program requirements as program manager for the B-1 aircraft fleet. -- led strategic planning and co-authored the strategic plan for HQ air combat command,**
- **As staff officer and program analyst developed long range plans and recommendations for major programs**
- Proven insight and expertise in technology strategy and policy development,
  - Member of the leadership team for ACT-IAC Emerging Tech community of interest – initiated and serve as government chair of the working group for smart technologies (“smart cities,” IoT, convergence of technologies including 5G, cloud/edge network, mobility, VR/XR, data, security) examining the impacts to policy, procurement, vendor base, strategy, security, opportunities, challenges – built a coalition of C-suite thought leader with leading experts in government (fed, state, local), industry, academia
  - Initiated the “Smart Team” CX improvement initiative, vetted through directors and sponsored by ITC SES, that addresses the need for improved IT product availability in the government market, reduced friction (time to market). Examines need for incorporating best practices and consistent standards in IT acquisition across government.
  - Co-authored the Strategic Plan for Air Combat Command – developed through rigorous analysis and impacting policy and investment decisions for workforce, systems, and technology investment.
- Experience representing organizations on boards, multiple agencies, with industry and academia (including federal labs) to develop plans, policies, technical standards, and solutions (as GS-0343

program analyst with Headquarters Air Combat Command, and as active duty officer, program manager for the B-1 aircraft).

- As Director of Operations and Chief of Acquisition and Test, I led a team of civil service IT professional (software and hardware engineers, IT specialists, program managers, acquisition professionals) from requirements definition, RFI, RFP, evaluations, selection and COR oversight to develop the foundation database, software for innovative connecting of complex aircraft mission trainers (simulators) systems globally (similar to VR, XR for very advanced mission applications) – an \$80M project. Resulted in team recognized with coveted command award for excellence.
- Expertise and insight with government-wide acquisition vehicles for information technology – GWACs and schedules vehicles. Involved with establishing GSA's 2GIT BPA, 8(a) STARS III, and FM QSMO BPA.
- Experience with and understanding of category management principles, BIC, SUM and need for unity in government market space for information technology.
- Expert analysis and leader in organizational performance improvement:
  - Led the performance improvement office for 300 person organization: continuous data pulls and monitoring to build comprehensive picture of organizational and mission health, support data-driven decisions, data visibility for on time takeoff performance, maintenance/logistics performance, ID anomalies and advance insight to senior leadership to mitigate risk early, improve performance/workforce performance.
  - Used advanced analytic tools and techniques, data base pulls, implemented organization wide tool to track and monitor performance, resulting in measurable improvement in mission capability rate and workforce satisfaction.
  - Sourced data from FPDS and D2D to created dashboard to track small business utilization for IT category performance at GSA
- Expert in acquisition of technology from concept/need, to requirements definition, to market analysis/vendor engagement and partnering, acquisition strategy, to contract development, to successful delivery and mission improvement.
- Proven ability to identify problems, bring together expertise and build coalition, develop courses of action ad business cases, build decision support packages and present to senior executive level leadership for executive decision, and implement programs.
- Led the \$5B B-1 aircraft program for headquarters Air Combat Command – responsible for every aspect of sustainment and technology modernization, develop trusted relationships with labs (DARPA, AFRL and others), maintaining viable vendor bases with leading technology companies (major primes and small innovators), adept at connecting all the dots leading to sustained program success.
- Proven excellence as a **Program Analyst** (0343) GS-13. Led transformation and modernization of multiple programs at Department of the Air Force, Headquarters Air Combat Command - named Civilian Professional of the Year (GS-12 to GS-14).
- **Performance improvement** - led quality improvement office for organization, developed and implemented numerous initiatives to measure and track quality measurers related to organization performance, quality of life, and mission capability and accomplishment.
- Effective leadership– Director of Operations, Flight Commander, IPT lead, branch chief, quality team lead. Received Superior Performance Award
- Problem solver and innovator – developed new strategies and procedures for effective mission accomplishment in a changing environment. Led changes in regulations, policy and guidance.
- Transformation and modernization - led cost-effective phased \$5B modernization of B-1 aircraft.
- **Strategic planner** – select member of the strategic planning team co-authored ACC Strategic Plan (impacting 100,000 person organization, 1000 aircraft, multi-billion budget, multiple federal stakeholders), thought leadership through vision development in concepts of operation.
- **Financial and budget experience** – managed \$4B budget, created innovative ways to achieve efficiencies, analyzing business cases such as sustain vs. replace decisions. Led efforts related to achieving budget goals and managing multi-source funding.
- Communicator and **trusted advisor to senior leadership** (general officer level). Developed timely responses to Congressional inquiries. Developed “background papers” for senior

leadership to effectively “talk to” numerous issues. Presented to Senior Executive Service leaders at GSA.

- Stakeholder engagement – established and maintained continuous effective engagement across multiple organizations and agencies.
- Outstanding cultivator of talent – effective instructor and expertise in training development.
- Skilled qualitative and quantitative analysis and study of complex problems, use of data.
- Skilled at creating decision support packages, business case analyses, analyses of risk.
- Georgetown University, Congressional Operations Seminar (April 2020).

## **RELEVANT EXPERIENCE / HISTORY:**

SEP 2019 to Present – 40 Hours/Week (full time)

Contract Specialist, GS-1102-12 (special multidiscipline leadership development rotation program in ITC) General Services Administration, 77 Forsyth Street SW, Atlanta, GA 30303

- Please see Program Analyst experience as a GS-0343-13 listed below.
- First ITC multidiscipline leadership rotation program, performed expert-level program analyst duties supporting category management in the IT hardware division – developed an improvement initiative that will be implemented in ITC expected to improve customer experience and IT hardware utilization by 30%
- Supported the launch of the \$5B 2GIT BPA vehicle with enhanced supply chain risk management approaches. Developed critical course of action (COA) analyses in examining evaluation criteria approach to reduce protest risk. Brought clarity, coherence to understanding LPTA, best value, application in a “market basket,” recommendations for best approaches.
- Leading change: Initiated an ITC Customer Experience (CX) Governance Board initiative for a “Smart Team” IPT approach to improving availability of IT products through mapping and improving processes end to end and engaging vendors as customers, using a data-centric approach and effectively exercising the four ITC “Change Themes.” Cross-functional approach described as “transformational” and expected to substantially improve customer experience, business revenue and build effective cross functional teaming, as well as yield better information for decision making, shorten PALT times and introduce automation (RPA).
- Recognized by ITC SES, Laura Stanton, for outstanding contribution to the launch of the 8(a) STARS III supporting government wide small business participation in IT services (especially for emerging technologies).
- Leads coalitions for customer engagement and improved best practices for IT acquisition across federal government, as Government Chair of the American Council on Technology, Emerging Tech/IoT working group, formed and led a group of government, industry, and academic experts in the field of “Smart” converging technologies: 5G, IoT, virtual networks, cloud, edge computing, devices, and associated issues of security to bring coherent understanding of the emerging opportunity and challenge and prepare GSA to lead in the technology acquisition.
- Supporting creating best acquisition approaches to acquiring advanced emerging technologies --- using array of vehicles including 8(a) STARS with 100’s of small business, many with capabilities in emerging technologies such as RPA, AI, ML, convergence of technologies.
- Rotations include experiences with QT2 (IT Acquisition) as a contract specialist for Multiple Award Schedule (MAS) contracts in information technology, and program-related experience in QT3 (Category Management) with blanket purchase agreements (BPA).
- Broad experience and understanding of FAS ITC mission, roles, processes as well as experience in an innovative teaming approach with multiple disciplines of program analysts, contract specialists, and information technology managers to more effectively address modernization and transformation needs.
- Recurring presentations to Senior Executive Service leadership in FAS ITC.
- Attendance at Georgetown University, Government Affairs Institute, Congressional Operations Seminar to better understand and engage policy.

APR 2016 to Present – caring for family.

OCT 2015 to APR 2016 – 40 Hours/Week (full time)

Contract Specialist, GS-1102-09

Defense Logistics Agency, 8000 Jefferson Davis Hwy, Richmond, VA 23237

- Duties include performing various contract administration functions, including contract modification, conducting contract closeouts, resolving contractor payments with DFAS, monitoring and verifying evidence of contractor progress, negotiating consideration for contract changes, coordination with functional specialists.
- Experience working with various electronic systems including Wide Area Work Flow (iRAPT), EDA, and other electronic systems and tools.

NOV 2014 to OCT 2015 – 40 Hours/Week (full time)

Contract Administrator, GS-1102-07

Defense Contract Management Agency, 2000 Enterprise Pkwy, Hampton, VA 23666

- Comprehensive reviews of contracts to ensure correct contract type, contract clauses, options, administration, and address issues with contracts, need for contractor orientation, payment, funding, termination, assist in the evaluation of contract price and cost analysis.
- Duties including contract administration, contract reviews, price and cost analysis in support of proposal reviews, assist in creation of pre-negotiation objective memorandum (PNOM) in preparation for negotiations with contractors, assist in conducting post-award orientation, assuring compliance with the terms and conditions of contracts, including resolution of problems concerning the obligations of the parties
- Contract administration and contract management functions including drafting contract modifications for contracting officer approval, addressing quality issues, analysis of contracts including firm fixed price and similar type contracts, as well as cost reimbursement contracts.
- Coordination with other government agencies, including working contract deficiency reports (CDR) and request for deviations. Agencies coordinated with include various military services (Army, Navy, Air Force), Defense Logistics Agency, Defense Finance Accounting Service, Defense Contract Audit Agency and within the Defense Contract Management Agency).

FEB 2013 to AUG 2013, 8 Hours/Week (part time)

Medical Clinic Volunteer

Fan Free Clinic, Richmond, VA

- Part-time volunteer maintained statistical database, using Excel and Access, for tracking effectiveness of medical interventions and in support of longitudinal studies.
- Developed reports and correspondence related to database statistical information.

JAN 2008 to FEB 2013 - Care for ill family member

JUN 2002 to JAN 2008, 40 Hours/Week (full time)

**Program Analyst** (Management Analyst), GS-0343-13

Air Combat Command, 205 Dodd Blvd, Suite 101, Langley AFB, VA 23665

- As Branch Chief and program manager led a headquarters team in managing \$10B in electronic warfare program worldwide, including over 1,000 defensive systems, \$200M in sustainment and modernization funding.
- Single point expert for all electronic policy.
- Critical influence and thought leader on all areas of information operations: cyber (offensive/defensive), network operations, and other aspects of information operations worldwide.
- Developed wide-reaching policy for information technologies as a leader (branch chief) in the Information Operations Division of HQ Air Combat Command, led a team of professional level program analysts developing policy, strategy, roadmaps, affecting worldwide operations. Developed the Strategic Plan for Air Combat Command, CONOPS including the EW CONOPS,
- Used advanced analysis tools to recognize emerging challenge with vendor base, diminishing manufacturing base, and conducted comprehensive data analysis and developed COAs, recommendations, obtain funding for \$200M technology solution, building coalition of stakeholders and agencies across DoD.
- Exercised comprehensive knowledge of qualitative and quantitative methods for assessment and improvement of program effectiveness.

- Expertise in policy development regarding technology acquisition and implementation for a large government organization and affecting multiple agencies and organizations.
- Outstanding program management experience.
- Expert oral and written communication effectively communicating with senior management (SES/general officer level).
- Applied knowledge of the principles and theories of advanced management techniques in order to apply new developments to a variety of management problems not susceptible to treatment by standard methods in order to make policy recommendations.
- Daily coordination with multiple government agencies and industry representatives to resolve critical programmatic and operational issues regarding policy, funding / budget, requirements, delivery and bed down of systems, and deficiencies in operational capability.
- Resolved day-to-day funding and programming issues related to execution of current fiscal year budget and programming of Future Years Defense Program (FYDP) and Program Objective Memorandum / Budget Estimate Submission (POM/BES).
- Evaluated and developed recommendations (including written position papers, reports, and oral communications via briefings) to resolve substantive issues at major command headquarters.
- Strategic long-range planning for resource allocation and asset bed down planning.
- Worked closely with requiring activities, as well as other government agencies and industry.

AUG 2000 to JUN 2002, 40 Hours/Week (full time)

Program Manager, B-1 Aircraft

Air Combat Command, Directorate of Requirements, 205 Dodd Blvd, Langley AFB, VA 23665

- Air Combat Command's program manager and command staff officer responsible for every aspect of the complex and critical B-1 aircraft program: requirements, acquisition, sustainment, procurement, logistics, and system life-cycle management of the \$3.5 billion B-1 aircraft fleet (major weapon system).
- Acquisition planning for major weapons system upgrades and cradle-to-grave logistics support.
- Conducted analyses using budgeting tools, electronic database tools, business case analyses, and other tools to resolved dynamic modernization, requirements, budgeting, and programmatic issues.
- Initiated and advocated for annual budget inputs for the Program Objective Memorandum (POM).
- Led strategic planning for the 30-year roadmap for sustaining and modernizing the B-1 aircraft fleet. Served on Air Combat Command's strategic planning team.
- Worked in context of Federal Acquisition Regulation, maintained acquisition program support, conducted contractor site visit to monitor contract performance and program advancement (cost, schedule, performance).
- Developed and advocated proposals and decision support packages for major weapon system enhancements.
- Daily coordination with various DOD agencies and industry representatives. Interacted with senior leadership at service major command and DOD on issues regarding funding, budget, requirements, strategic planning, and resolving critical programmatic and operational issues.
- Prepared responses to congressional inquiries.
- Researched and applied regulatory guidelines related to program budgeting and operations.

AUG 1995 to AUG 2000, 40 Hours/Week (full time)

Director of Operations

U. S. Air Force, Det 4, 29 TSS, Dyess AFB, TX

- Chief of Acquisition and Test for \$400 million dollar B-1 aircrew training systems (flight simulators).
- Directed all acquisition and testing efforts with both Air Force and contractor tests and led source selection for \$85 million development and sustainment software development contract.
- Led strategic planning, established goals and metrics, and championed a tracking system for continuous improvement.
- Worked with requiring and contracting activities to prepare performance work statements, statements of work, and specifications.
- Involved in source selection process and other award documents for the contracting officer.
- Participated and led contractor site visit meetings related to contract technical performance.
- Recognized with the Superior Performance Award by Air Combat Command Inspector General.

**FORMAL EDUCATION**

- Master's degree – MBA, Business Administration, Troy State University, Troy, AL, 2003, GPA 3.75, 36 semester hours
- Bachelor of Arts degree, Business, with Computer Information Systems emphasis, Columbia College, MO, 1987, GPA 3.80, 140 semester hours

**SPECIALIZED TRAINING**

- Georgetown University, Government Affairs Institute, Congressional Operations Seminar (Apr 2020)
- National Defense University, Information Operations Staff Officers Course (Jun 2008)
- Defense Acquisition University (FAR Fundamentals (CON 090), Jun 2015)
- Contract Planning (CON 121), Defense Acquisition University (Feb 2015)
- Contract Management (CON 127), Defense Acquisition University (Feb 2015)
- Contract Execution (CON 124), Defense Acquisition University (Apr 2015)
- Fundamentals of Cost and Price Analysis (CON 170), Defense Acquisition University (Aug 2015)
- Intro to Contract Pricing (CLC 058), Defense Acquisition University (Dec 2014)
- Performance Based Payments and Value Cash Flow (CLC 057), Defense Acquisition University
- Basics of Contracting Course (CON101), Defense Acquisition University, Nov 2002 (included training in contracting business practices, contracting principles, procedures, contract types, contracting procurement regulations and policies, price and cost analysis)
- Introduction to Federal Budgeting (BUDG7100) – Graduate School, USDA, Mar 2003
- Fundamentals of Acquisition Management, Defense Acquisition University, Aug 1989
- Intermediate Systems Acquisition Management, Defense Acquisition University, Jun 1996
- Introduction to Acquisition Test and Evaluation, Defense Acquisition University, 1999
- Acquisition Logistics Fundamentals Course (LOG101), Aug 2002

**LICENSES / CERTIFICATIONS**

- Level II Certification Acquisition Professional Development (Test and Evaluation, US Air Force)
- Level II Certification in Contracting, Federal Acquisition Institute

**AWARDS**

- Professional Civilian of the Year, Department of the Air Force, HQ Air Combat Command,
- Professional Civilian of the Quarter, Air Combat Command, Information Operations Division
- Military Person of the Year, Denver Metropolitan Area
- Multiple Meritorious Service Awards

**PROFESSIONAL ASSOCIATIONS**

- ACT-IAC – held leadership position, Emerging Technology Community of Interest
- National Contract Management Association
- Air Force Association

**OTHER INFORMATION**

- Secret level security clearance. Previously held Top Secret (SCI) security clearance

**COMPUTER SKILLS:**

- Experienced in the use of Microsoft Office, Word, Excel, PowerPoint, Outlook
- Familiar with Access and with web site development and maintenance

*References available on request*

